

CTO

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BY STEPHANIE OVERBY



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95% of data centers are
deploying virtualization

Page 4C

North
America
and Europe
more
virtual
physical
servers
in 2008.

Virtualization has become the hot topic as
the business world. More and more companies
are trying to leverage their own existing infrastructure
to create a more efficient and secure environment.

TECHNOLOGY

Gartner VP
Neil MacDonald:
Virtualization will
be the target of new
security threats**

88% of
North American
companies
don't have a
virtualization
security
strategy

60% OF PRODUCTION VIRTUAL MACHINES ARE LESS SECURE THAN THEIR PHYSICAL COUNTERPARTS.*

THINK CONVENTIONAL SECURITY CAN PROTECT YOUR VIRTUAL ENVIRONMENT?

THINK AGAIN.

Enterprises around the world are relying on virtualization to increase data center efficiency and, unknowingly, leaving themselves more vulnerable. That's because conventional security isn't able to protect virtual machines or see the traffic between them – leaving data and networks exposed. Which is why, according to Gartner Group, in 2009 sixty percent of virtual machines are less secure than their physical counterparts. But with Trend Micro™ Enterprise Security, powered by the Trend Micro™ Smart Protection Network™ infrastructure, you can mitigate the risk and maximize the benefits of virtualization. It's a different kind of security that protects your physical and virtualized environments and helps set the foundation for your company to move confidently into the cloud.

► Learn how to protect your virtualized data center. Download the Trend Micro eBook at trendmicro.com/thinkagain



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att.com/security

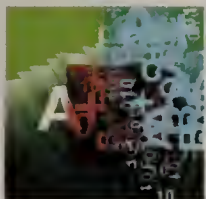


at&t

Your world. Delivered.

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COVER STORY Emerging markets offer new and complex IT management challenges. Here's how to navigate them.

BY STEPHANIE OVERBY



Cadbury Global CIO **Wayne Shurts** says IT must address the specific needs of business units in emerging markets.



FROM THE
EDITOR IN CHIEF

start

CHATTER

Worldwide Impact

Let's take the glamorous title of "Global CIO" and break it down into some of the job realities. What do multinational CIOs have to do that their domestic counterparts don't?

First, overcome language and cultural barriers. Then rethink "normal" business practices while coping with IT skill shortages and inexperienced labor pools. Next, build something from nothing. Now connect it to the global corporate infrastructure.

Finally, leap tall buildings in a single bound.

That last one might just be the easiest task on the to-do list for IT executives in emerging global markets. "It requires some creativity and new thinking," says Cadbury CIO Wayne Shurts, in a vastly modest understatement of the challenges he and his international colleagues face.

If you've ever wondered what it's like to have an IT "tabula rasa" in some far corner of the world, our cover story ("Global Balancing Act," Page 26) will take you on a revealing whirlwind tour. We visit the business strategies and unfolding technology initiatives of three companies: \$7.8 billion Cadbury, the London-based confectioner; Terrasearch, a small engineering firm in Dubai; and Stiefel, a midsize skincare company acquired last summer by pharma-giant GlaxoSmithKline.

I came away from this story convinced that, in some cases, CIO really stands for Chief Imagination Officer. "You have the ability to completely rethink the norms," says Ed Holmes, VP of Global IT for Stiefel. "This lets you create new solutions that would not have otherwise been viable."

Fresh approaches from less-developed corners of the world can become testing grounds for new technologies that scale back up to the corporate parent. The emerging markets teams at Cadbury, for example, came up with a salesforce automation tool for smartphones that could end up as part of the candymaker's global applications set. As CIO Shurts notes, the innovative IT mind-set springing up in these green-field markets can be a valuable upgrade for the company's entire global organization.

And as many executive recruiters will tell you, CIOs who "go global" somewhere along their career paths develop business muscles their domestic colleagues can't match. The sheer variety of experiences in dealing with developing markets ultimately forges an IT chief who thinks very differently about the world of business. Will a global tour of duty become a necessity for CIO success in the future? Drop me a note and share your opinion.

Maryfran Johnson, Editor in Chief, CIO Magazine & Events
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Window 7 Users Bid Adieu to XP

At the Windows 7 launch in New York last month, businesses planning to migrate discussed cost savings, testing strategies and security hopes and fears.

One consensus, according to CIO.com Senior Writer Shane O'Neill: **Windows XP is on life support.** "Windows XP has had its day, **Vista was never worth it** and Windows 7 offers businesses too many security, networking and navigation features to ignore," O'Neill writes. What do you think?

www.cio.com/article/505769

If you're a student of Microsoft's marketing strategies, check out O'Neill's speculation about **why Microsoft backed out of its sponsorship of an episode of "Family Guy."** A Microsoft rep said that the company watched the show being produced and decided it's "not a fit with the Windows brand." But O'Neill thinks otherwise. advice.cio.com/node/8932

Find answers to all your Windows 7 questions—from news analysis to opinion pieces about everything from interface tweaks to upgrade concerns—in O'Neill's "**Windows 7 Bible.**"

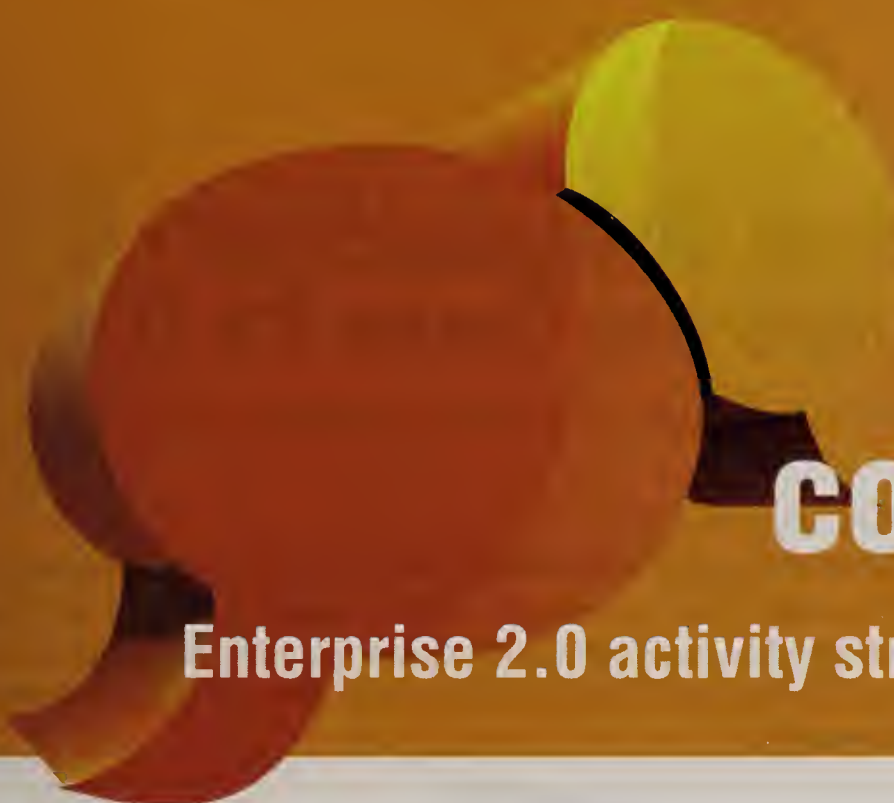
www.cio.com/article/496464

Buying Under the Influence?

If Gartner jumped off a bridge, would you? That's the question CIO.com Senior Editor Thomas Wailgum poses in a recent blog post after **one vendor filed a lawsuit over Gartner's "Magic Quadrant"**—the famous IT buyers' guide.

Wailgum thinks people do rely too heavily on what Gartner says. "Does Gartner have influence? Surely. Does Gartner offer opinions on tech topics more than facts? Yes. But has all that become so powerful that a U.S. court must interfere? I doubt it," he writes. Weigh in.

advice.cio.com/node/8893 ►►►



Real time collaboration

Enterprise 2.0 activity streams and microblogging

How efficient is your Enterprise 2.0 intranet? How often are your employees collaborating with each other? Enabled by dynamic social networking, Web 2.0 and document sharing technology, intranets have become collaborative environments where employees communicate across departments on projects, business issues and new ideas. Working together in virtual spaces like these has reduced siloing of information and resources, making project development more efficient and more effective.

No longer locked into their department or role, colleagues are collaborating, but participation is dependent on when and how they find out that the opportunity is available. When more immediate and more efficient collaboration is necessary, the communication that powers it needs to happen in real time. The technology that can drive this forward on Enterprise 2.0 intranets is already available and in widespread use. Twitter and Facebook both offer real time updates and responses and this technology needs to be adopted into Enterprise 2.0 environments.

Putting Twitter and Facebook in context

Real time collaboration is all about connecting individuals to each other and to resources as people take action, not after they do. "Social messaging," like Facebook's activity streams and Twitter's microblogs, allows people to not only discover content through people, but also to find out about colleagues who are relevant to their own work through the information on which they are working. Adding microblogging and activity streams to Enterprise 2.0 environments makes activity across your company more noticeable and alerts colleagues to how they can contribute. By enabling this participation to occur in real time, stakeholders and people with subject area expertise and relevant ideas can contribute early on to the success of a project, mitigating risk.

Question and answer "sessions" can be conducted without interruptions through social messaging. The ability to respond directly to a post keeps the conversation in context of not only the subject, but the time it is happening as well. With notification filters actively in place, viewing these streams of content can be controlled and separated in terms of their context: colleagues, groups, projects and searches can all populate their own streams of information so that collaborating employees can "see" what is going on in terms of what it means to them.

Increased collaboration, increased adoption

Unlike other social media technology that is already benefiting intranets, activity streams have a low barrier of entry for employees. Blogs, threaded discussions, forums, wikis and more all require a certain level of investment. Microblogging (as the name implies) engages less consciously active employees by automating their participation in activity streams and keeping their status updates short and to the point. This efficiently increases user adoption of an intranet. Low commitment participation that has high yield communication will produce more participation and collaboration in Enterprise 2.0 environments.

Real time contextual collaboration via social messaging has the potential to engage entire workforces at all levels. From those that are already actively participating to those who are not sure how to get started, activity streams and microblogging are able to increase the amount of effective collaboration in a meaningful and measurable way.

For more information, visit: resources.ektron.com



Bill Rogers

EKTRON FOUNDER & CEO

Rogers has sparked a revolution in the way organizations create and manage Web sites. He has led the way with innovative technology, pioneering collaborative social networking environments and rich, interactive online experiences. His forward-thinking vision for Web site technology aligns Ektron's engineering innovations perfectly with the needs of global businesses.

ektron

What do you **want**
your **website** to do?



Desktop Virtualization Changes the Game for IT

XenDesktop: Improve security, simplify computing.

Gordon Payne, SVP, CITRIX SYSTEMS, INC.

Payne is the senior vice president and general manager of the Desktop Division for Citrix, a \$1.6B leader in virtualization, networking and cloud computing. A seasoned industry veteran in IT infrastructure, he provides product leadership with a focus on identifying new market opportunities and creating desktop virtualization product solutions for Citrix customers and partners.

Although the benefits of server virtualization are well known, desktop virtualization is on pace to be an even bigger game-changer for CIOs, according to Gordon Payne, senior vice president of the Desktop Division at Citrix Systems, Inc. In this interview, Payne lays out his company's vision of desktop virtualization and explains how the technology can improve security, increase agility and simplify computing by enabling IT to deliver desktops and applications as an on-demand service.

Is desktop virtualization the same as VDI?

VDI, or "virtual desktop infrastructure," refers to the process of running an end user desktop inside a virtual machine that lives on a server. It's a powerful form of desktop virtualization that enables fully personalized desktops for end users, with all the simplicity of centralized management for IT. Although VDI works great for some users, it's not a great fit for others. That's why we designed our Citrix XenDesktop product line to go beyond VDI and deliver a full range of desktop virtualization technologies ideal for everyone from task workers to mobile employees. All of this is made possible through our unique FlexCast™ delivery technology, which delivers the best desktop for every user, every time.

How do customers benefit from desktop virtualization?

From an IT perspective, the benefits of desktop virtualization are clear. Instead of trying to manage, secure, patch and update thousands of unique desktops

individually, companies running desktop virtualization benefit from the centralization of all management functions, regardless of where the desktop actually runs. Getting new users up and running goes from days to minutes. Moves, adds and changes are a snap. Updates and patches are easy. And security is far tighter.

From an end user perspective, the benefits can be equally profound. With desktop virtualization, users are no longer tethered to a specific device. They simply grab whatever PC, Mac, laptop, netbook, thin client or smartphone is most convenient and get instant, secure access to their full desktop and everything on it. Because all the moving parts are managed centrally from brand-new OS and application images, virtual desktops also tend to work better and run faster. And our HDX technology ensures that they'll get a high-definition experience every time.

Are hardware costs reduced as with server virtualization?

Although cost is rarely the primary motivation for moving to desktop virtualization, savings are significant and generally run in the range of 30 percent to 40 percent over traditional desktop management. In some cases, you can realize these savings by purchasing low-cost thin clients and running multiple desktops on a single server in the data center. The biggest cost savings by far, however, come from simplifying the ongoing management of desktops and applications across a distributed enterprise. With desktop virtualization, adding, changing or moving users is unbelievably easy. So is the

process of installing, managing, securing and patching applications and desktops.

Can't I just use my server virtualization vendor for desktop virtualization?

It depends. Vendors in the world of server virtualization tend to think of desktops as "just another server workload." For these vendors, anything that doesn't run on a server inside a VM is irrelevant. As a result, their desktop products are generally narrow VDI-only solutions that force customers to place all their bets on a single delivery method for all use cases. You need comprehensive desktop virtualization solutions that deliver all the benefits of centralized management without compromising the user experience, personalization or ROI.

What are the biggest challenges of desktop virtualization?

As long as you select products that give you the flexibility to support the full range of desktop virtualization models and deliver a high-definition experience to users, the technical challenges are generally fairly low. The biggest challenge by far is breaking the inertia of old ideas within IT and having the courage to show your employees a better, simpler way of doing things.

FOR MORE INFORMATION: please visit <http://www.virtualizationvision.com/cio>



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FROM THE
**PUBLISHER
EMERITUS**

Pay for What You Get

One summer as a college student, I worked reading meters for a local natural gas utility. That company's business model was straightforward: The more natural gas a customer used each month, the more the utility company got paid.

Fast forward 40 years: Natural gas, electric and water companies still charge by usage. Soon, I believe, so will cloud computing companies.

What's one utility that basically ignores usage-based pricing?

The Internet.

It was not always so. Remember the original America Online pricing plan? It charged customers a monthly rate of \$9.95 for the first five hours and \$2.95 for each hour after that. Who disrupted that business model? Internet service providers such as AT&T and Netcom did. These companies introduced the flat-fee, all-you-can-use model of \$19.95 per month.

Today, ISPs such as AT&T, Verizon and Comcast still largely offer flat-fee plans that ignore customer usage patterns that grow daily. (You can determine your digital footprint at www.emc.com/digital_universe.)

With Web 2.0 companies such as Google, YouTube, Bit Torrent and Hulu consuming huge amounts of Internet bandwidth—and with corporate enterprises in the early phases of rolling out compelling video applications like telepresence conferencing—the flat-fee usage model of the Internet is not sustainable.

The Internet is not a utility with infinite capacity. It is, rather, quite finite. Yes, with huge advances in fiber transmission, the capacity continues to grow, but it can not expand forever.

What goes around, comes around.

Cofounder and CEO of AOL Steve Case got the model right in 1996. While the FCC and Congress talk about (and may actually pass) feel-good legislation like Net Neutrality, I predict that within one year, large Internet service providers will take a page from AOL's marketing book and bring back pay-as-you-go bandwidth usage pricing.

And for most consumers—and small businesses—they just may see their monthly charges drop.

Gary J. Beach

Gary Beach, Publisher Emeritus
gbeach@cio.com

►►► **Chatter** Continued from Page 4

The Power of Branding

Last month, Apple announced a \$1.7 billion quarterly profit on record Mac and iPhone sales. **How has Apple managed to post such numbers in this economic downturn?** CIO.com Senior Writer Tom Kaneshige attributes it to global branding.

www.cio.com/article/505566

Set Yourself Apart

In the second post of a four-part series, CIO.com contributing blogger Mark Cummuta discusses differentiating yourself as *the* candidate employers are seeking.

"If you're doing all the right things (with your targeted job search, networking, resume and interviewing), then **the key to job search success is being in the right place, with the right skills and solutions, at the right time.**" Read his advice for getting noticed.

advice.cio.com/node/8926

No Tweet Zones

Toilet texting. Tweeting in church. What are the dos and don'ts for smartphone users this holiday season? **You may be surprised at what most people consider good iPhone and BlackBerry manners**, as revealed by a new survey. CIO.com Senior Writer Tom Kaneshige lists the top five rules.

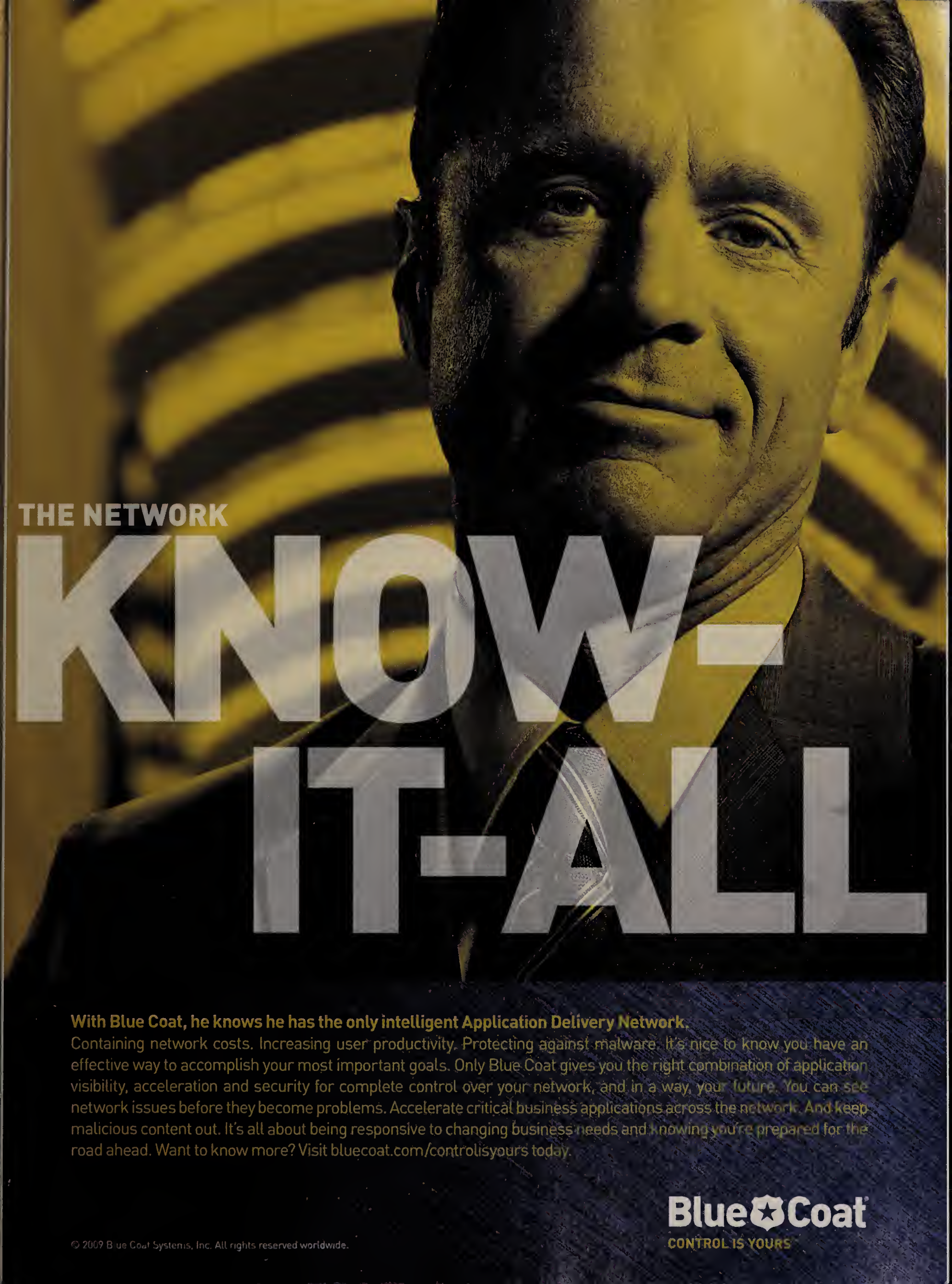
www.cio.com/article/505866

Inside the Mind of an IT Fixer

Consultant Jason Coyne shows up on your IT project for one reason: To cure it or kill it. In a Q&A with CIO.com's Wailgum, Coyne explains **why he's one part doctor, one part marriage counselor** and how he helps IT teams at odds with a vendor or integrator recover from near disaster.

www.cio.com/article/505456

Compiled by CIO.com Staff Writer Kristin Burnham. Have a comment about a story in this issue of CIO? Go to www.cio.com/magazine/20091115 or write to letters@cio.com.



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THE SCAN

U.S. Investigating Optical Drive Vendors

The U.S. Justice Department is investigating possible violations of antitrust law in the optical disc drive industry, a spokeswoman said last month.

Optical disc drives read or write data on media such as CDs, DVDs and Blu-ray discs. Sony, Hitachi and Toshiba have all acknowledged receiving subpoenas about the case. *Reuters*

Facebook, Twitter Use at Work Costs Big Bucks

Employees who use Twitter and other social networks in the office are costing U.K. businesses more than \$2.25 billion a year, according to London-based Morse, an IT services and technology company. Morse surveyed 1,460 office workers and found that 57 percent browse social networking sites for personal use while in the office.

Those workers use social networks an average of 40 minutes a day at work, which adds up to a lost week each year, the survey found. *Computerworld*

Can the Internet Handle H1N1?

Federal government watchdogs last month said that the H1N1 pandemic will cause a significant increase in Internet usage by students and teleworkers, which would create network congestion.

Congestion affecting home users is likely to occur because the parts of providers' DSL, cable and satellite networks that provide Internet access are not designed to carry all the potential traffic that users could generate, a Government Accountability Office report stated.

Towns that may close schools will have students likely looking to the Internet for entertainment, which may consume large amounts of network capacity, the GAO stated. Such problems may need to be fixed by service providers limiting network access or by asking people to lay off the streaming videos for a while. *Network World*

Demand Drops For Skilled Workers Via H1-Bs

A coveted visa program that feeds skilled workers to top-tier technology companies and universities is on track to leave thousands of spots unfilled for the first time since 2003, a sign of how the economy has eroded employment even among highly trained professionals.

The H-1B program has been a mainstay of Silicon Valley and Wall Street, where many companies have come to depend on securing visas for computer programmers from India or engineers from China. Last year, employers snapped up the 65,000 visas available in just one day. This year, nearly six months after the U.S. government began accepting applications, only 46,700 petitions had been filed.

In addition to the weak economy, *The Wall Street Journal* cites anti-immigrant sentiment in Washington and rising costs associated with hiring foreign-born workers for the downturn. *The Wall Street Journal*

Study Shows Open-Source Code Quality Improving

The overall number of defects in open-source projects is dropping, a new study by vendor Coverity has found. Coverity received a contract in 2006 from the U.S. Department of Homeland Security to help boost the quality of open-source software.

The vendor set up a website through which open-source projects and developers can submit code to be analyzed. As a result, "defect density" has dropped 16 percent during the past three years among the projects scanned, and some 11,200 defects have been eliminated, according to Coverity's latest report.

The site, named "The Scan" has so far analyzed more than 60 million unique lines of code from 280 projects, according to Coverity. *IDG News Service*

Survey Revives Debate Over Mainframe

A new survey of data center users predicts a sharp drop in mainframe usage, though some industry analysts say the results seem unlikely. The survey was carried out by Afcom, a group representing data center workers.

Forty percent of respondents said they still operate mainframes, and of those using mainframes, 46 percent said they're considering replacing them in the next two years. About two-thirds expect to replace them with new mainframes, but the rest said they would replace the mainframe with a different type of high-end system. *IDGNS*



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IN THE NEW NETWORK IT'S ALL ABOUT THE BRAINS,

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books, blogs and the
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what we're Reading

start

12

Borrowing Brilliance

The Six Steps to Business Innovation by
Building on the Ideas of Others

By David Kord Murray

There's nothing wrong with borrowing from great thinkers, says David Kord Murray, former head of innovation for software company Intuit. Murray shows how famous innovators—from Bill Gates to George Lucas—borrowed ideas, combined them, incubated thoughts and then went on to judge and refine the results.

Gotham Books, 2009, \$26



IT Dashboard

By Vivek Kundra

BLOG Ever wondered what the U.S. government is doing with the \$38.6 billion allotted for major IT projects? U.S. CIO Vivek Kundra doesn't mind telling you.

It turns out that Uncle Sam has "significant concerns" with 8 percent of its IT spending and has rated another 25 percent as "needs attention." The biggest loser: the Department of Homeland Security's "Automated Commercial Environment/International Trade Data System," which cost \$317 million this fiscal year and is running 61 percent over budget. The agency's own CIO rates it a two on a scale of one to five. Sounds like a very expensive "D" to us. it.usaspending.gov

Extraordinary Groups

How Ordinary Teams Achieve Amazing Results

By Geoffrey M. Bellman and Kathleen D. Ryan

BOOK Whether they're clubs, councils or boards, ordinary groups are often ineffective, lack creativity and worse—often bore themselves in meetings. The authors, experts on leadership and team development, respectively, studied sixty groups they deem extraordinary, from whitewater rafters to micro financiers. So what do extraordinary groups need? A bond, a chance to make an impact and much more, including a strong sense of self from each individual member. It's all laid out here, with plenty of anecdotes.

Jossey-Bass, 2009, \$27.95

A Guide for Constructing a Strategic Audit of Your Captive Center

Five Review Criteria and Four
Action Steps to Take Now

By Ness Technologies

RESEARCH Is it time to fix or close your captive center? Ness, an IT service provider, outlines five ways to find out and the pros and cons of four possible fixes: close the center, reinvest and renew, partner or turn management over to a specialized outsourcer. Plenty of bullet points make this a quick read on a short commute.

www.nessdownload.com/0409/Measure_Captive_Center_Performance.pdf

The Gartner Blog Network

By Gartner Analysts

BLOG Gartner's first blogs—which covered the Iraq War, the SARS outbreak and the power blackout—were started five years ago. Since then, their blog network has expanded significantly. Today, nearly 50 Gartner analysts are blogging, covering topics such as the Windows 7 launch, the H1N1 outbreak and the latest on cloud computing, e-government and knowledge management. Gartner welcomes anyone to comment on the posts.

blogs.gartner.com

Compiled by Joan Indiana Rigdon. Tell us what you're reading. Go to odvice.cio.com/blogs/the_techie_reading_list or write to letters@cio.com.



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The Book on IT Governance

Education publisher grades projects for growth. **BY KIM S. NASH**

Count Houghton Mifflin Harcourt (HMH) among those companies that believe IT governance done right frees up time and money.

When education publishers Houghton Mifflin and Harcourt merged in 2007, IT leaders on each side knew the stakes. Sixteen million dollars of the merger's \$300 million savings was to come from IT spending, says CIO Paul Wilcox. "We had to flush a significant amount of expense out of both IT groups," Wilcox says, "and still had to bring the company forward."

Rather than disintegrating into a battle or delaying business projects while the \$4 billion deal shook out, the combined IT team created project approval processes that, two years later, ensure that IT work is aligned with business goals and that revenue-generating projects get top priority.

The haggling over what major IT work will get done in a given year is an open conversation among all major lines of business for the first time in either company. A business technology council of senior leaders makes the decisions. There is also a process for dealing with new project proposals and small, ►►►

►►► **Governance** Continued from Page 15

one-off requests that arise as the year goes on.

Projects that Make the Grade

Once the company has defined annual strategic business goals, proposals for major projects—requiring at least 160 man-hours—are slotted into those areas. If a big project doesn't support a corporate goal, it's deferred or dropped. A weighting system gives each surviving proposal up to 100 points. A project that will generate revenue generally gets more points than one that will cut costs, says Eric Blaustein, vice president of information technology.

Like HMH's system, the most effective governance stretches beyond an efficient way to prioritize IT work to selecting projects that generate the most value, whether or not they involve IT, says Chris Potts, corporate IT strategist at Dominic Barrow in London. "You have a business case with numbers. Then there is subjective discussion and evaluation."

For example, HMH recently had to retire some teaching materials that involved software and several servers. At the same time, the city of Detroit had bought a classroom management system. In the past, the company would have removed the old hardware and software from the schools where it was running, but left thorough decommissioning, such as wiping disks, until later so staff could work on the new project, Wilcox says.

But business leaders recognized that IT could break down the old systems and at the same time configure them for Detroit. "These [situations] in the past had eluded us," Wilcox says.

The IT group also had to figure out how to fit in ad hoc work, such as a new report from a business intelligence tool. "Everyone comes in with something that is small and ought to be able to be done quickly but it drags you down bit by bit," Wilcox says.

Yet devising a full business case for every proposal takes too much time away from working on projects, Blaustein adds. Instead, the company created an evaluation process for smaller projects that doesn't mandate such detailed numbers. If the proposal becomes high-priority, a full business case is done.

The new openness, with its rankings and cross-functional discussions, takes some of the politics out of vying for dollars, Wilcox says. "It allows people to see that their project was important but this other one helps us get \$5 million in revenue," he says. "If your project wasn't funded you know why."

Contact Senior Editor Kim S. Nash at knash@cio.com. Follow her on Twitter: www.twitter.com/knash99.

crunch

Holiday Shopping Is Easy Work

Employees spend **14 hours**, on average, using company computers for gift buying.

Why workers shop on the job

It's more convenient than at home . . .	34%
Boredom . . .	23%
Work computers are more secure . . .	17%
Prefer to shop on company time . . .	6%
Don't own a computer . . .	5%
Other . . .	35%

SOURCE: ISACA

How to Attract (and Keep) Users

Anyone building a Web-based community faces the same initial hurdle as sites such as Digg: luring in regular users.

Digg initially spent money on banner ads and search-engine keywords and was ultimately one of the Web's early success stories. But according to site founder, Kevin Rose, keeping people engaged wasn't as easy.

Rose spoke to Web developers at the Future of Web Apps conference in London about how to attract and retain users and why it's the most important metric by which an application will be judged.

Digg has incorporated several features to reward its users, Rose said. And when designing a Web application, he advises against making it too feature-heavy, as users will probably only use between 20 to 30 percent of the features. Developers should also avoid "analysis paralysis" and adopt a repeating schedule of building and releasing apps.

But figuring out who will be paying customers—and when—is also important. Web developers should know where users last came from and what keywords are important to figure out where best to spend marketing funds.

—Jeremy Kirk

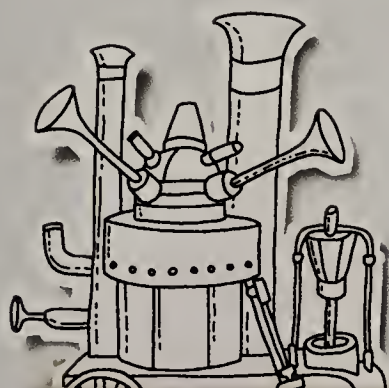
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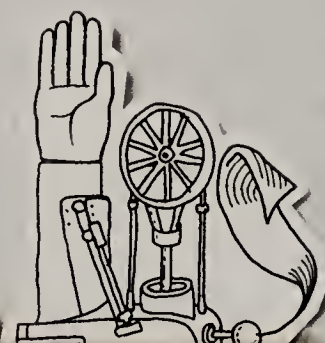
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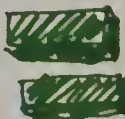
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THE **TOP LINE** INTERVIEW :: **Betsy Burton**

Your Job, Circa 2028

A distinguished analyst at Gartner fast-forwards to the future of the CIO

Your future CIO holds finance and economics degrees, focuses on people and policies but also on ethical and moral concepts at work—and starts her day at 5 a.m. Do you know anyone like that today?

No CIOs are there yet. Even now we know it's critically important that CIOs have a wholistic picture of the business, but this is still emerging. In 2028, it will be a given.

At that time, the gen-

eral skills of the average worker will include a large amount of technology experience. Our children's children will laugh at us for having segmented business and IT.

This 2028 CIO uses collaborative technologies to hold global meetings and eats dinner with physical and holographic family members. Is the CIO now driving that kind of shift inside companies or playing catch-up

with more tech-savvy employees?

Even in 2028, it will be a push and a pull. Users will still be pulling some of the tech they need.

Eventually, the role of CIO will really be in bridging people, process and information to recognize changing business patterns and respond. But it will no longer be necessary for the CIO to have deep tech expertise.

How do other career paths develop below

the CIO level? Will more-technical specialties matter more?

Yes. Today, already, what I'm seeing is enterprise architects are increasingly needing to have skills that I consider soft: communications, facilitation, leadership, collaboration.

The best ones have some technology expertise but also more business-savvy. It will be the same with project managers, business analysts and BI people.

—Kim S. Nash

NEW MARKETS

Tech to Stop a Thief

Text messages can alert consumers to credit card fraud



Who is doing it: Visa Europe is piloting a system in four European countries that sends text messages to customers when their credit card is charged. Some banks in Italy and Spain have built their own SMS alert systems, but Visa aims to develop its own platform that banks could subscribe to, says Mary Carol Harris, head of mobile for Visa Europe.

How it works: With text alerts, consumers learn about fraudulent transactions faster and can shut down their cards. It hasn't been determined whether the customer or the banks would pay for the messages but Harris said banks could pay and offer the service as part of a bank account package. SMS alerts have been used in countries such as South Korea for several years. In the U.S. and Europe, however, the SMS alert systems are less prevalent.

Growth potential: One U.S. bank, JPMorgan Chase, is offering a free notification application for Visa transactions on Android OS phones. It's more advanced than text messages in that customers can sort transactions by date and amount, says Harris. "We're probably going to see a shift from SMS banking to these kinds of downloadable apps," says Marc Beccue, senior analyst for consumer mobility at ABI Research. "It's really driven by an overall lift in consumer interest in all things mobile Internet."

—Jeremy Kirk

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Mobile Security Today Is More Challenging Than Ever

New threats and vulnerabilities make it critical for CIOs to have a managed mobile security strategy.

Michael Glenn, DIRECTOR, RISK MANAGEMENT-INFORMATION SECURITY, QWEST COMMUNICATIONS

Glenn leads Qwest's corporate information security organization. Qwest is a Fortune 200 telecommunications service provider.

Mobility enables individuals to work anywhere, making security monitoring more challenging than ever. The lack of physical boundaries in this work environment enables new threats that challenge CIOs to build comprehensive security programs, often with limited resources. Here, Michael Glenn describes the mobile security landscape.

What are some of the mobile security threats facing CIOs today?

CIOs are well aware of the risks posed by the loss of a single unencrypted laptop,

are emerging threats to an organization, in that they extend the boundary that CIOs must secure. They open new holes and opportunities to bypass traditional enterprise security controls. Security managers must be aware of and respond to these vulnerabilities with a solid mobile security program, and they must do so while meeting the business needs of the employees (often executives) who rely heavily on such mobile devices. In addition, CIOs must be able to meet legal e-discovery and forensic obligations for mobile devices.

need to be identified, continuously monitored and effectively addressed.

Why is managed mobile security a worthwhile alternative to companies managing mobile security themselves?

Managed mobile security protects against the threats unique to mobile devices. It does so while sharing the cost with other managed security customers, without the dedication of limited internal resources. It brings industry experience and proven solutions to these evolving mobile security threats.

Even data properly stored on mobile devices may be lost if the device is not properly backed up or encrypted.

smartphone or USB device containing sensitive data. Aside from the loss of the device and the resulting loss or exposure of the data on it, use of these devices creates additional risks such as the introduction of malware into the corporate environment, exposure of sensitive corporate data resulting from lack of controls and even unauthorized access to corporate networks. Further, USB drives, iPods, CDs and Webmail pose a threat of data leakage. Finally, even data properly stored on such devices may be lost if the device is not properly backed up or encrypted. Such security threats are serious and real and can't be overlooked.

Why is it important to have a distinct mobile security program in addition to one for the office environment?

Mobile devices with greater functionality

What are "mobile blind spots," and why should CIOs be aware of them?

Blind spots are areas of vulnerability that are not easy to see. Smartphones, which have grown in computing power and capability in recent years, allow access to sensitive corporate data through e-mail and other corporate intranet applications. Key executives, as well as on-call system administrators with privileged access, carry these mobile devices and can access critical enterprise systems and data with them, as can unauthorized persons who may get their hands on such devices.

Another blind spot is the vulnerability of these smartphones to infection by malware that can track the user's location and communications. Think of the risk posed by this type of monitoring on a corporate executive. These and other blind spots

How do Qwest's services help organizations embrace mobile security?

Qwest has many mobile security products that can be customized to meet a company's specific needs, no matter how big or small. These security products include encryption for mobile devices and communications with them, data leakage prevention, version control to ensure that devices connecting to your network are running updated operating systems and security software, backup and storage services, and much more.

FOR MORE INFORMATION: Download the free white paper "Mobile Security: The Essential Ingredient for Today's Enterprise" at www.cio.com/whitepapers/qwest_mobsec

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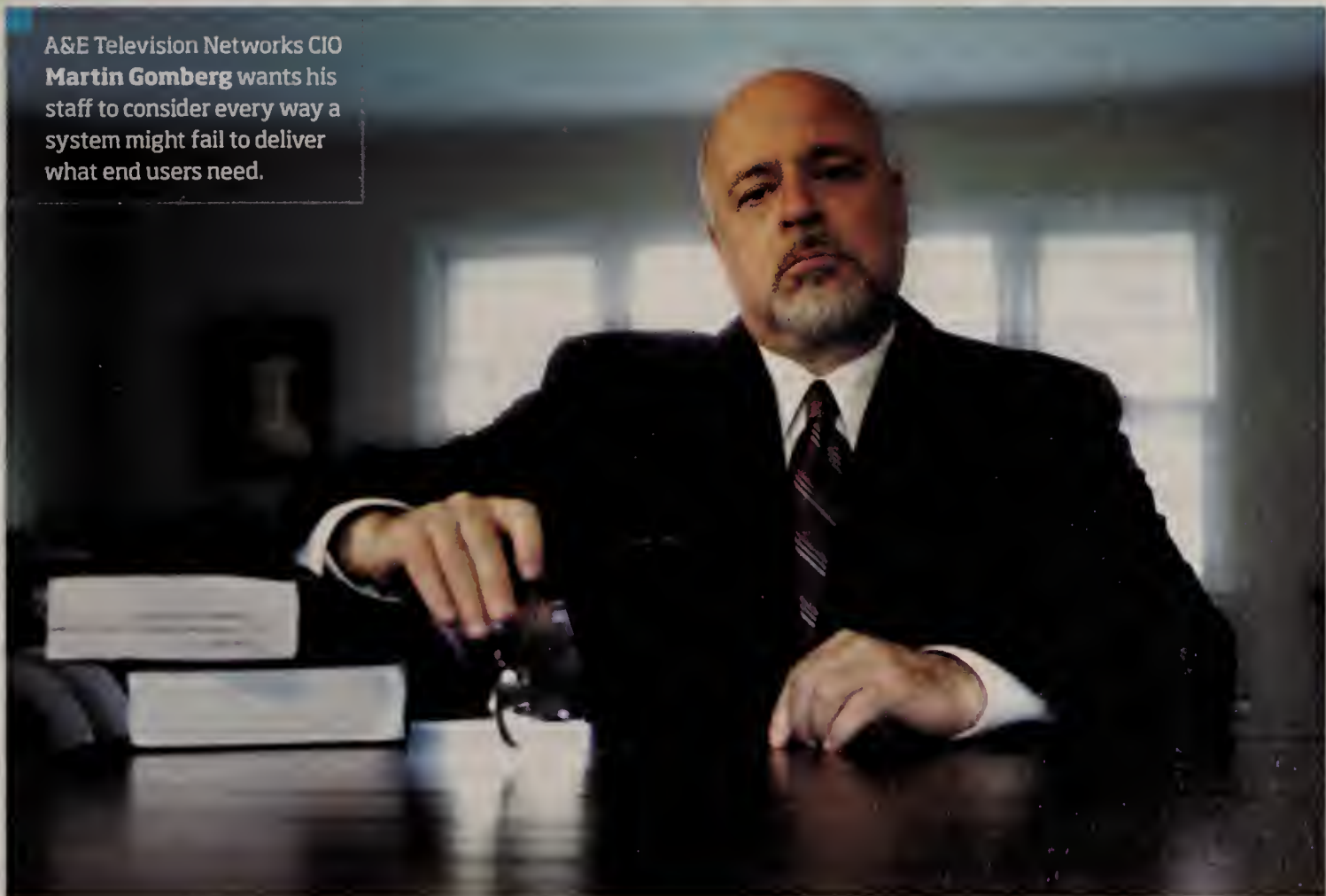
House Rules for Success

A&E Television Networks turns its lens on 11 key questions for smooth operations **BY THOMAS HOFFMAN**

Having spent the first 13 years of his career in the financial services industry, Martin Gomberg always placed a lot of weight on the security, reliability and recoverability of systems. So when he joined A&E Television Networks as senior vice president and CIO 14 years ago, Gomberg quickly incorporated his “house rules” to ensure operational readiness for all new and existing systems. No system or upgrade goes live unless it satisfies the applicable rules.

The rules consist of 11 questions A&E’s developers, engineers and operations staffers must ask themselves to address the readiness of the company’s production systems, whether business applications or infrastructure items such as communications devices or switches. For instance, when considering a system’s scalability, A&E’s IT staffers must take into account whether the New York-based cable TV network has sufficient capacity to “store, process, deliver and grow.” ▶▶▶

A&E Television Networks CIO **Martin Gomberg** wants his staff to consider every way a system might fail to deliver what end users need.



Because developers, operations staffers and engineers all work in different groups, "you need to have a way to establish parameters that everybody can work off of and understand what their expectations are," says Gomberg. "We use this as a lens to measure every critical component."

The house rules should trigger in everyone's mind whether they've considered every way a system might fail to deliver for users. That includes everything from whether they've planned for recovery if a system goes down to whether they have the skills needed to support each one.

Vendors Must Also Comply

A&E relies on a mix of third-party and homegrown systems that meet some of the unique market requirements of the television industry. For homegrown systems, some rules relating to compliance and licensing obligations may not be relevant, but those involving continuity or security would apply. Gomberg makes sure that the house rules are also applied to any commercial technology it licenses to ensure the reliability of those systems. "If we use a Web-based service, they have to be able to resume delivery to me if there's a failure," says Gomberg.

Getting vendors to comply with these types of customer-driven requirements isn't daunting "if you pay them enough," says Dave West, an analyst at Forrester Research.

What's more challenging, says West, is making sure that the requirements vendors are asked to meet aren't subjective. For instance, when a vendor is asked to ensure that a particular system is scalable, "you have to be clear whether you mean scalable to terabytes of information over the Web," he adds.

Gomberg says, his staff has embraced the rules. "We've made significant investments in disaster recovery and business continuity, so the business has learned that we ask these types of [reliability and recoverability] questions up front."

He hasn't attempted to measure the impact of the rules. But he knows that they have been successful in ensuring the integrity of the systems that are being used to support the needs of its business. "You probably can't measure it," he says, "but you'll know it if you do it and you'll know if you're not."

Thomas Hoffman is a freelance writer based in New York. For a list of all 11 rules, go to the online version of this article at www.cio.com/article/506322.



No More Data Siloes

BY RICK SWANBORG

Make every interaction meaningful: It's the Marriott philosophy. This is not an easy task given the multitude of Marriott brands and the plethora of campaign management tools used to contact customers. By partnering with brand leaders and marketing leaders, Marriott's IT department built a unified framework for engaging with customers. The project enabled Marriott to exceed its revenue goals while sending customers fewer, more targeted communications.

The Situation: With more than 3,200 properties operating under 19 brands in 67 countries, Marriott needed a campaign management platform that could scale across brands, programs and marketing organizations; integrate guest communication preferences; and efficiently serve offers to millions of customers.

What They Did: A cross-functional team of marketing leaders, brand leaders and IT defined the experience they wanted to provide to customers across all Marriott regions, brands and franchises. "We needed to fully understand Marriott's marketing goals," says Mike Keppler, senior vice president of sales, marketing and revenue management systems. To accomplish this goal, Marriott built a data warehouse that provides sales and marketing employees with a "working memory" of the customer. A data appliance provides the computing power necessary to very quickly parse large amounts of disparate data about customers collected in different hotel systems. Statistical models derive and present offers to customers based on their past preferences and behavior. Metrics gathered from each campaign fuel future campaigns and build upon the working memory about each customer.

Why It Was Unique: Marriott knew its customers visited multiple brands; for the first time, it had a way to tailor its offers to how guests use its different services. In the spring of 2007, the first e-mail campaign to use the platform was sent to 3 million recipients. It included 2.9 million unique messages with offers targeted to the recipients. The campaign exceeded its original revenue goals by 35 percent within six months of deployment. The platform also includes a Web-based self-service tool for regional marketers, cutting regional campaign development from six weeks to two days.

The Takeaway: A cross-functional approach facilitated the creation of an end-to-end business process supported by technology that provides balanced marketing with relevant offers.

Rick Swanborg is president of ICEX and a professor at Boston University. For more information, visit www.icex.com.



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LEGAL AFFAIRS

Can You Keep a Secret?

A practical approach to protecting trade secrets starts with IT

BY RUSSELL BECK AND MATTHEW KARLYN

Trade secrets are increasingly a company's most valuable assets, and not surprisingly, threats to those assets have increased concomitantly. As with most security challenges, it isn't possible to eliminate the threat. But working together, your IT department and company counsel can and should maximize the establishment and implementation of trade secret protections.

Define the Problem. A "trade secret audit" is a critical tool your company can use to ascertain what confidential information it currently has. Most trade secret audits include steps similar to those in any security audit: determination of which information ought to be protected; review of the procedures already in place to protect that information; and analysis of the sufficiency of those protections, including identification of gaps in the existing protections. The sufficiency of the existing protections turns largely on the value of the information along with the need for and cost of properly protecting it.

Be realistic. No matter what your company's policy ultimately looks like, practical and legal considerations are critical. If, for example, your company's program calls

for procedures that cannot be implemented—because the technology either does not exist or cannot be developed at a reasonable cost—the procedures should not be used. Likewise, if state or federal laws will not recognize the program as appropriate, there is little point in having it.

Follow your rules. Programs and policies are worthless if your company fails to properly implement them. Don't blame your budget if you neglect to apply your policies; the costs of developing and implementing a program should be factored in at the time of the program's establishment. Courts will take this into account when determining whether a company is entitled to have its trade secrets protected.

IT professionals and lawyers are, together, in a unique position to protect companies from the threats posed to trade secrets and other confidential information. You and your legal counsel together should lead the cause to maximize those protections.

Russell Beck is a litigation partner and Matthew Karlyn is senior counsel with Foley & Lardner. Read an expanded version of this story at www.cio.com/article/503165.

A New Face for IT?

What's in a name? A lot, says Forrester Research CEO George Colony, whose quest to transform "information technology" to "business technology" is taking longer than expected. But would a new name really help bridge the gap between the server guys and the suits?

The evolution of the modern-day technology shop has been decades in the making, with notable branding transformations over the years. What started off as the back-room punch-card division morphed into data

processing, and then to MIS, to just IS and finally to IT. Colony and his band of analysts have spent the last four years arguing that technology folks now need to make the final metamorphosis from technologists to businesspeople, as well as demand a departmental moniker overhaul.

But why is this so critical right now? Colony asserts: "Changing to BT is a powerful way for the CIO or CTO to signal to line-of-business managers and executives that 'We're not in the technology business anymore; we're in the real business—the company's business.' I believe by changing the name and its behavior, the technology organization would transform its relationship with the business. I think the current lack of communica-

tion would dissipate and we'd have a higher level of communication around business issues. Which, of course, the presidents and execs think about every day, but all too often, the technologists don't."

For many C-level execs and their lieutenants, however, the change isn't going to be as easy as putting a "New and Improved!" sticker on a cereal box. Other key stakeholders will have to change. However, the turtle's pace of the IT-to-BT transformation hasn't deterred Colony's belief in the power of a name change. "If you change that one word from information technology to business technology, you begin to change the way IT people work and the way they think about their jobs."

-Thomas Wailgum



Armed for Battle

Data integration gives warfighters what they need to succeed.

John Rusnak, TECHNICAL DIRECTOR AND CHIEF ARCHITECT, IDE/GTN CONVERGENCE, THE MITRE CORPORATION
JOHN RUSNAK IS THE TECHNICAL DIRECTOR AND CHIEF ARCHITECT FOR IGC CONVERGENCE, THE ALIGNMENT OF TWO U.S. DEPARTMENT OF DEFENSE AGENCY PROGRAMS: THE DEFENSE LOGISTICS AGENCY'S INTEGRATED DATA ENVIRONMENT (IDE) AND USTRANSCOM'S GLOBAL TRANSPORTATION NETWORK (GTN).

IGC is designed to provide end-to-end distribution awareness and in-transit visibility to the warfighters. Here, Rusnak explains how data integration capabilities give warfighters greater visibility and decision-making power when they really need it.

What were some of the challenges you faced?

Warfighters need end-to-end, in-transit visibility into global logistics activity involving every major vendor in the market—for example, moving pallets via train in the U.S., via a commercial ocean freighter to Italy, and then via military plane to Afghanistan. The biggest challenge in achieving that visibility was the cobbling together of legacy systems that have been running for 15-plus years. We needed to bring in modernized, COTS-based technologies and provide enterprise services that could be leveraged by all of the Department of Defense (DoD)—and not just by replacing the legacy systems with modern technology, but by giving them something better.

What were the tactical goals?

The goals of IGC Convergence were twofold. First, we needed to decommission the GTN legacy system, partly because it was expensive to maintain, but also because it was based on capabilities that were limited to what it could do 15 years ago. Second, we needed to deliver a platform for reusability within the de-

partment. We created a strategic alliance between the DLA and USTRANSCOM, leveraging the data-brokering mechanism of IDE, our data warehouse, and the business intelligence tools of GTN—all with the right data integration underpinning.

What cross-functional data integration capabilities were required?

Cross-functionally, we needed to share tools and leverage each other's technology. But we also needed to slice and dice the data and turn it into information. This enables the DoD to tie together supply data with transportation data for a complete distribution view of the world, so warfighters know where something is sourced, what plane it's on and when it's anticipated to arrive. Instead of static reports, we really pushed the envelope by providing multidimensional analysis and flex-based dashboards to enable a dynamic environment for the end users.

What does the converged environment look like today?

The new environment is net-centric, based on a services-oriented architecture that leverages loosely coupled technology, like Informatica for data integration, Tera-data for our enterprise data warehouse, Oracle as the staging environment, and more. We chose this best-of-breed approach so we can add new capabilities and replace technology when needed without ripping out the whole program. We've also put in place development standards

that focus on configuration and minimizing custom code, resulting in a better overall total cost of ownership.

What impact has IGC had on warfighters?

Feedback from the field indicates that they have never before had this level of visibility and access to authoritative data. Senior leadership has the tools to make actionable decisions and improve performance, while the airmen and soldiers know when they're getting their stuff. In terms of responsiveness, we have a business intelligence center of excellence, which allows rapid application development. So, if a warfighter requests a dashboard, we can build and deploy it in a matter of hours instead of the traditional development route that would take months. The fact is, IGC has proved to be one of the best IT programs in the DoD because of our ability to execute on cost, schedule and performance.

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Global Balancing Act

Emerging markets offer new and complex IT management challenges. Here's how to navigate them.

BY STEPHANIE OVERBY

Wayne Shurts had no experience overseeing IT operations in emerging markets when Cadbury CEO Todd Stitzer appointed him global CIO last summer. The geographic parameters of Shurts' responsibilities at the sweets maker—with a presence everywhere from Pakistan to Palau—multiplied overnight.

The former CIO for North America now spends most of his time globe-trotting from his home base in Parsippany, N.J., to London headquarters to operations on six continents.

Shurts also had to shift his thinking. The \$7.8 billion company

has made a concerted effort to expand in the developing world, giving it the biggest and most dispersed emerging markets business in the confectionery industry. (In fact, Cadbury's business in rapidly developing markets was reportedly a major driver in Kraft's \$16.7 billion takeover bid for the British candy maker in September.) Last year, 60 percent of the company's growth came from emerging markets.

"That means that my world as CIO does not solely revolve around big economies of North America, Europe, Australia and New Zealand," explains Shurts. "Emerging markets are not afterthoughts to me. They demand—and get—a lot of my attention."

Shurts isn't alone. In industries ranging from consumer goods and agriculture to banking and electronics, multinationals are investing more in the Middle East, Asia, Eastern Europe, Africa and South America.

A photograph of Wayne Shurts, a middle-aged man with a beard and mustache, smiling and leaning against a dark metal railing. He is wearing a dark suit jacket over a light blue button-down shirt. His hands are clasped in front of him, and he is wearing a watch on his left wrist and a ring on his right hand. The background is a light-colored wall with a grid of dark metal bars.

Wayne Shurts, global CIO with Cadbury, says innovative applications developed in emerging markets may make their way into the company's global IT lineup.



Understanding your company's business model for developing markets is critical to providing the right technology, says **Ed Holmes**, vice president of Global IT for Stiefel, a skincare company.

"Companies are going to tap those markets as mature markets stagnate or decline," says Bob Haas, a partner and vice president with A.T. Kearney who leads the consultancy's strategic IT practice for North America. "And CIOs are gaining more and more responsibility for those emerging markets since IT is one of the most globally integrated corporate functions."

The work amounts to much more than just bringing some distant locations into the IT fold. Setting up shop in Bogotá or in Bursa, Turkey, is clearly a different proposition than supporting a new office in Boise, Idaho, or Brussels. Infrastructure limitations, local talent supply, unfamiliar business and cultural norms, limited vendor support and restricted budgets require creative solutions. At the same time, there is pressure to integrate these often one-off extensions of the company into the global infrastructure.

One Size Does Not Fit All

Bobby Cameron, vice president and principal analyst with Forrester Research, got a call recently from the CIO of a U.S.-based agribusiness building a new manufacturing plant in a tiny Peruvian fishing village. "It's 250 miles away from Lima. There's no water. There's no electricity. There's nothing there," Cameron says. "What's that about?"

It's about having an ideal port for moving goods throughout South America. All the CIO has to do is figure out how to build something from nothing without many of the support structures—vendors, a trained workforce, infrastructure—he'd have in a mature market. "And once you get through all of that," says Cameron, "then you have to figure out how to connect it to the global infrastructure."

It's an extreme example, but supporting business in developing regions rarely lends itself to cookie-cutter IT. Moreover, the importance of emerging markets today means IT leaders can't fob off second-hand technology to non-Western locations. "The strategy of many corporations was basically to develop things in major markets then hand down those solutions to the emerging markets," Shurts says. "Hey, this laptop is two years old, maybe we pass that down, too."

That's not the case at Cadbury, explains Shurts. "I have to deliver strategies that address the specific needs of emerging markets. It requires some creativity and new thinking."

Understanding your company's business model for developing markets is critical. "Will there be manufacturing? Will you distribute from this market? How will your salesforce engage customers and what is their role while engaged?" says Ed

Holmes, vice president of Global IT for Stiefel, an \$812 million dollar skincare company (acquired by GlaxoSmithKline this summer) that operates in 28 countries.

You may end up providing technology and services similar to those you supply in established markets, Holmes adds, "but you must challenge the baseline assumptions in order to ensure that your solution will fit the market both economically and culturally."

Know What You're Up Against

Obstacles vary by location. Many developing markets face disadvantages due to decades of having closed economies, including limited exposure to global business practices. But two overriding—and sometimes conflicting—considerations for global CIOs are cost structure and scalability. "From an IT perspective, these markets need to grow at an investment rate that makes sense for them," Shurts explains. "What they need today may not be what they need tomorrow. And tomorrow might actually mean *tomorrow*."

In its early days, an operation in an emerging market country may not need, nor could it support, the complexity and cost of a full-fledged ERP system. "Then, suddenly, through organic growth and an acquisition, everything changes and you do need the disciplines and features that an ERP system provides," Shurts says.

At the same time, any unique solutions need to integrate with the global whole. Cloud computing, component-based architectures and lightweight ERP systems make that easier than before, says Haas. But it's still a struggle.

For instance, there's little support for emerging market needs among IT vendors, which means global CIOs and their teams go it, for the most part, alone. Traditional solutions from IT vendors can be "too heavy and expensive for emerging markets," says Shurts. "It is very easy and neat and comfortable to walk around with that developed market mind-set. There's a whole industry of people who would love for you to do that—hardware, software companies that have built their businesses focused on the developed market," Shurts says. "It's much harder to get out of that comfort zone." (For more on the type of executive who makes a good global CIO, see "Are You Fit to Be a Global CIO?" Page 30.)

Typical of global CIOs, Shurts finds that exciting. "Many of them enjoy starting from scratch," says Forrester's Cameron. "They can't turn to IBM or SAP and have them solve all of their problems."

Standard processes for developing software in mature markets can be cost prohibitive in developing locations. And strategies employed to contain those costs—offshoring, for example—don't translate. Sending development work to India provides incremental cost savings when times are tight in a more expensive, mature market. But when you're trying to support a developing market on the cheap, there's no place that's much cheaper to send the work. You're already offshore, Shurts' Indian director of finance gently reminds him.

Cadbury does try to take advantage of corporate-level IT investments where possible. "We can leverage some systems from our developed markets and adapt that to emerging markets at a much lower cost," Shurts says. SAP instances, for

Best Practices for Managing Globally

Forrester Research offers six tips for meeting the needs of both mature and developing markets

- 1 PROMOTE** clear rules. Define which decisions are global versus which can be made locally.
- 2 STRUCTURE** for agility. "You can't really do a lot of anticipating in emerging markets," says Cameron. Instead, make change management a core competency.
- 3 ESTABLISH** global and local processes for funding innovation. Maintain a formal process for getting new ideas approved and nurture a local entrepreneurial culture in developing locales.
- 4 GLOBALIZE** strategic roles. Make resources such as IT architecture, financial management, vendor management and security available to new markets via a shared services model. Use IT processes to connect global capabilities with local needs.
- 5 EMBRACE** emerging tech. New technologies and processes like SOA and collaboration tools will enable increased integration and agility.
- 6 COMMUNICATE** often. Messages from IT, when delivered consistently, help to create and maintain trust with a diverse set of stakeholders. Match these continuing communication efforts to listeners' needs. —S.O.

example, where 80 percent of the investment has been made in a more established market, may be used in a developing market, even if that new market can't support all the same capabilities, has different legal or regulatory needs, or requires unique functionality. The Australia instance has been leveraged in parts of Asia; the Britain/Ireland instance has been reused in South Africa; and the initial instance in Brazil is being recycled for use throughout Latin America.

Other IT priorities just don't apply. In the United States, Canada and Australia, Cadbury IT is laser-focused on trade promotion management. Sophisticated tools are used to analyze the amount of money Cadbury spends and types of corporate programs it uses to promote its products. None of that will do a lick of good in South America or India, where the Mom-and-Pop

shop still rules, and there are no big promotions to manage with Wal-Mart. Rather, the focus is on lower-end tools to determine the right delivery routes, make sales calls and take orders. The good news is that there are similarities across the company's locations. "Route-to-market tools, salesforce automation and supply chain planning are important to all emerging markets," Shurts says.

A Different Pace

"Insha'Allah."

It was one of the first Arabic expressions John Topete picked up in Dubai. "Can you come Wednesday at 10 a.m. to run those cables?" "Yes, Mr. John. I will definitely be there as scheduled at 10 a.m., insha'Allah."

Literally translated as "God willing," Topete came to understand that it meant there was only a 50/50 chance that something would actually happen. If the cable supplier didn't show up, "it was socially acceptable," explains Topete, IT and business development manager for engineering services company Terrasearch. "Their insha'Allah is like our maybe." Only more pervasive.

The insha'Allah factor was one of many issues Topete had to take into account as he set up shop in Dubai, and later Abu Dhabi, for a new subsidiary, Terrasearch Gulf.

Briefed on Dubai's rapid technology infrastructure ramp-up, Topete flew from San Francisco expecting to touch down in tomorrowland, but he ended up in yesteryear. Topete assumed IT equipment and services would be readily available given the number of large corporations moving into the tax-free zone dubbed Internet City. "I found myself spending days at a time just locating simple pieces of network equipment," Topete says. He had to barter with a local IT professional to get his hands on some Cat 5 Ethernet cables and related equipment.

Dealing with the local ISP—at the time, the only game in town—was a challenge. "They monitor all Internet traffic and ban a lot of sites," Topete says. He had to create a VPN link with the home office to access basic but necessary websites like Skype.

And then there were the people problems. "Finding the right personnel was difficult. Most had very little knowledge of IT," Topete says. "Local employees were very respectful and always willing to do what you told them. However, oftentimes that meant that they needed constant supervision or else nothing got done." The concept of urgency—embedded in the workplace culture of established markets—was foreign.

Every emerging market has similar types of challenges. For instance, notes Shurts, most countries in Africa still struggle with broadband access. This problem will be alleviated somewhat by submarine cable projects on either side of the continent, scheduled to go live this fall, but "that's the most frustrating thing for us," Shurts says. "We do a lot of satellite in Africa and with our global applications—HR, finance. You'll notice slower

Are You Fit to Be a Global CIO?

Rigid thinkers need not apply



ou don't need emerging markets experience to make it as a global CIO. But you do need a diverse set of skills and the willingness to shake up the status quo.

"You need a CIO who can be open and creative in their thinking, someone who has a variety of experiences, even if they haven't had exactly this experience," says Bob Haas, a partner and vice president with A.T. Kearney who leads the consultancy's strategic IT practice for North America.

Wayne Shurts, who last year became Cadbury's global CIO, had no real international experience. But he did have a good business background. He'd spent 20 years at Nabisco in finance, sales, supply chain, marketing and e-business, followed by several years as a consultant. "I think what stood out was my hybrid background," he says. "I know the business very well and I know IT very well."

Ed Holmes, vice president of global IT for Stiefel, was a buyer and seller of IT services, ran a distribution company and worked as a consultant before he took his job overseeing IT operations in 28 countries for the skincare products maker. To thrive in a global role with developing markets responsibility, "a CIO needs to have the ability to learn from others and not always feel they have the right answer," Holmes says.

—S.O.

response rates and latency."

Topete of Terrasearch found that importing hardware and software was the best way to go in Dubai and Abu Dhabi. But CIOs managing IT in Brazil—including Shurts and Holmes—know that heavy tariffs there mean it's cheaper to buy everything in-country. "Our standard procurement solution doesn't really work there," says Holmes. "The only way you learn about these country-specific challenges is by engaging with other CIOs, talking to your HR leads in those locations and paying attention to previous challenges in other business functions."

Topete had a local sponsor to show him the ropes in Dubai. "The person in-market better understands vendor relationships, cultural norms and the way people get their work done. [That] insight is critical for the CIO to determine possible solutions to a given problem," adds Holmes. "But [you] must be willing to challenge the recommendations of the in-market liaison to ensure it is best aligned for the organization."

Corralling Chaos

Indeed, it's figuring out that right combination of localization and centralized control that can stymie the CIO in a rapidly developing location.

Swing too far in either direction and the IT operating model may break down. It all comes down to "identifying what's common and can be leveraged and optimized for efficiency while still allowing local operations to be competitive and do what they need to do," says Cameron. Simple on paper, complex in reality.

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A CIO has to learn to live with a level of ambiguity—something that can spook traditional IT leaders. “You have to have the ability to be comfortable with chaos,” says Cameron. More often than not, a global IT leader will take a bifurcated approach—“centralized in [developed] areas, localized in the third world,” says Cameron. (See, “Best Practices for Managing Globally,” Page 29, for tips on how to strike the balance.)

One of Holmes’s biggest challenges is local staffing. At one time when Stiefel was a more distributed organization, emerging

Rethink Everything

There’s something beautiful about an emerging market. It’s a tabula rasa. That’s something CIOs don’t often encounter in their day-to-day lives of legacy systems, ingrained business processes and multiyear vendor contracts. “It’s one of the very distinct advantages of emerging markets,” says Haas of A.T. Kearney.

“You have the ability to completely rethink the norms. This lets you to create new solutions that would not have otherwise



Emerging markets are not afterthoughts to me.
They demand—and get—a lot of my attention.”

—WAYNE SHURTS, GLOBAL CIO, CADBURY

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markets had their own locally staffed and managed IT organizations. Today, however, Holmes directly controls global staffing. He’s found that employee retention depends on the culture. In some markets, “longevity is not a cultural norm,” notes Holmes.

Holmes will hire locally for some jobs—for example, positions such as business analysts that require face-to-face contact. But other services might be provided from a different location where many of these issues aren’t as big of a challenge.

The global versus local question also looms large when it comes to hardware and software investments. What to buy depends “on what the cost structure of that market can withstand,” says Holmes. For example, in the United States, Stiefel sales reps use hand-held devices to interact with doctors. But in India, they take orders on paper because the technology and support costs would cut into profit margins. Holmes makes some global decisions: “Stiefel standardized the desktop and laptop configurations that we support.” That means higher costs for some markets, but the simplicity of support and procurement more than makes up for it, Holmes says.

At Cadbury, a matrixed reporting structure helps to ensure that both corporate and local needs are considered. The IT director in each of seven global business units reports to Shurts as well as the local finance director. Shurts also moves people between developed and emerging market locations. “Since Cadbury is such a global company, operating in over 60 countries, we feel that it is very important to have a working knowledge of both developed and emerging markets,” Shurts explains. “In IT, senior colleagues can learn important perspectives and lessons from both market experiences.” The most important thing, however, is staying connected literally and figuratively. “The way you should think about your job is not to do everything yourself but to leverage all the resources available to you to bring value to your business unit,” Shurts says.

He says his IT teams around the world reach out to one another for support and ideas. Shurts travels three weeks out of every month and his BlackBerry goes off “24/7,” he says. “But I can’t be everywhere at once. I have to make sure I have the right people with right objectives and right mind-set treating emerging markets as a priority.”

been viable,” says Holmes. “The best opportunity is learning something that can then be translated back to a larger, more costly country.” Less-developed regions of the world can also serve as testing grounds for new technologies or processes, says Haas, because the IT environment is less complex.

Some IT organizations may find it difficult to innovate in the midst of efforts to standardize processes or capabilities in more established markets, says Forrester’s Cameron. But the constraints of less-developed countries can also open up a world of new options. In Pakistan, for example, car travel is difficult. Out of that problem came a unique solution for Cadbury: a “salesmen on trikes” program that enables representatives to get themselves around cities faster on three wheels. “Who in the developed market would think of that?” says Shurts. “There are parallels to that with technology.”

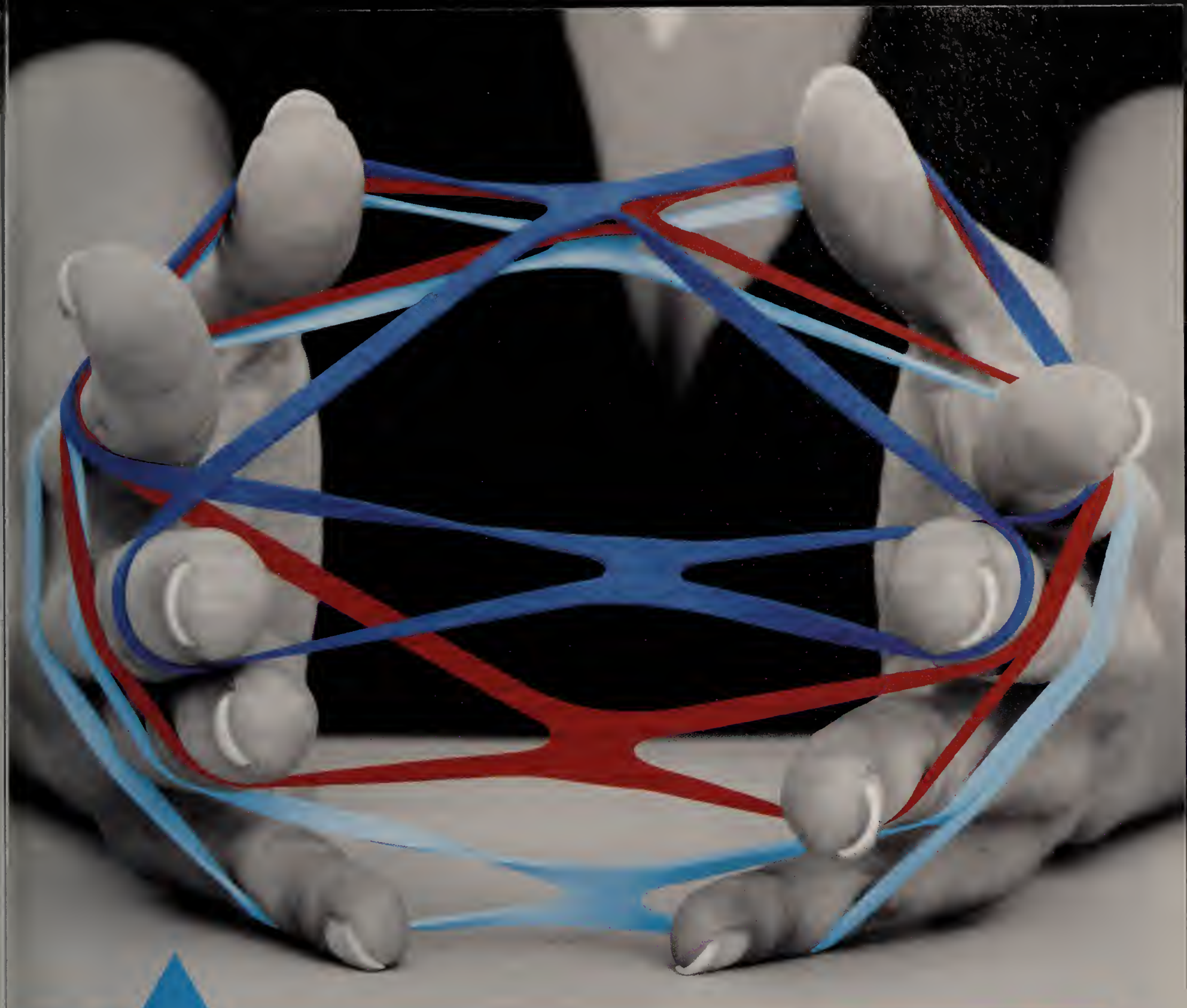
Observes Stiefel’s Holmes: “You’re forced to test your assumptions about your existing practices.” Sometimes, you might even develop an idea that works better globally.

Cadbury’s emerging markets teams have come up with “some very slick stuff” precisely because they don’t have the funds or infrastructure to support traditional solutions. For instance, in South Africa, where cell phones dominate telecommunications, a group developed a smartphone salesforce automation tool with pricing, ordering, trade deal management, in-store audit and sales functionality that may make their way into Cadbury’s global applications lineup, Shurts says.

More importantly, Shurts wants to spread that innovative mind-set from his IT groups in emerging markets throughout the global organization.

It’s a big job, but lots of CIOs are going to have to do it, says Haas, who thinks developing markets experience is becoming a rite of passage for tomorrow’s multinational CIOs. “Because we’re a business with a very big presence in emerging markets, I am faced with the challenges of supporting IT in developing markets more than my peers,” says Shurts. “But for others, it’s coming. It’s absolutely coming.”

Stephanie Overby is a freelance writer based in Massachusetts.



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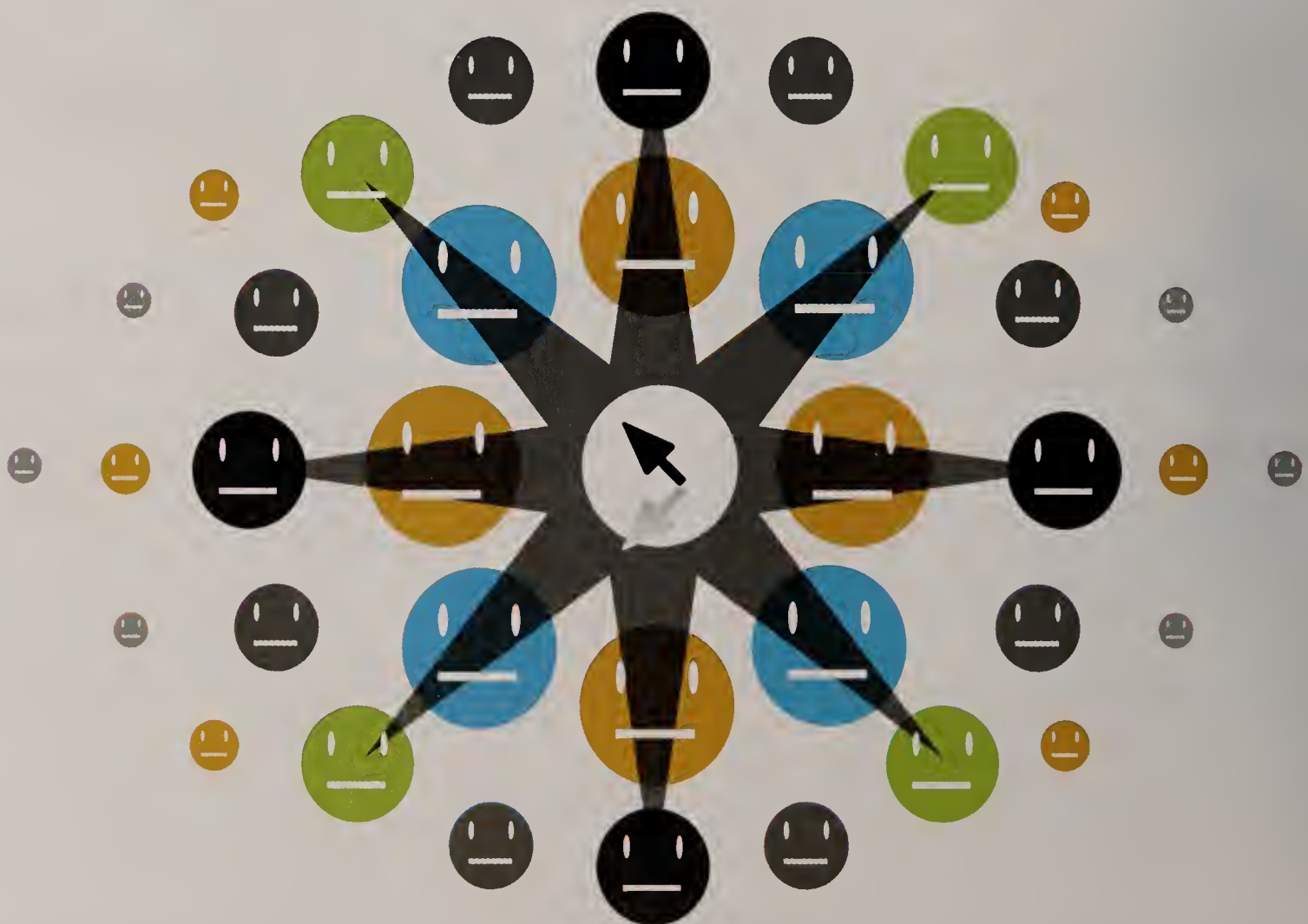
It's tough to refute social media's hold on the workplace, but for some CIOs, playing is a challenge **BY KRISTIN BURNHAM**

Jack MacKay, CIO of the American Medical Association (AMA), acknowledges he's "slow to adopt" social media tools, but he has opened Facebook, LinkedIn and Twitter accounts to "at least become knowledgeable in the areas." Maintaining a presence on these sites has proved more difficult.

"With Twitter, for example, we don't have any products we'd want to announce since we're a healthcare company, and if we wanted to find out what people are saying about it, we can pick up any newspaper in America," he says. "Plus, I have very little free time to stay on top of things. I know social media is growing and is going to be around for a while, so I'm trying to get better about it."

And then there's Chuck Musciano, CIO of Martin Marietta Materials, a producer of construction goods. Musciano tweets several times a day on two separate accounts—one personal, one professional—maintains a blog and frequently connects with others via Facebook and LinkedIn.

There's no doubt that the popularity of social media sites has increased. But while some CIOs, like Musciano, have embraced these platforms, others, like MacKay, are more hesitant. What they do ►►►



sites—build it into your calendar if you have to.”

For those like MacKay, who may be struggling to understand the value of time spent on social media sites, Cornell recommends treating each source like an experiment. “You’re not sure when you start something how much value there is in it. Find some metrics—how are we going to measure the value?—and then reevaluate it a little bit down the road.”

Knowing when it's time to walk away from a site that's not serving your needs is also important. "We don't block sites like Facebook and Twitter, but I have a lot of concerns about how much bandwidth is being gobbled up and the amount of socializing going on in the workplace," says MacKay. "I think there's a little more value with LinkedIn and other business networking sites." And the value he derived from dabbling has even transferred over to his workplace: MacKay is currently working on developing an internal social network for the AMA's members.

Reach CIO.com Staff Writer Kristin Burnham at kburnhom@cio.com. Follow her on Twitter: www.twitter.com/kmburnhom.

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Cornell suggests very active social media users establish boundaries. “Limit the amount of time you spend on the

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The Gift of Executive Presence

Are you really getting your message across? Answer these five questions first.

BY MARYFRAN JOHNSON

My Irish grandmother was fond of quoting a line from a Robert Burns' poem about having "the giftie gie us, to see ourselves as ithers see us." For years I thought she was talking about some leprechaun showing up with a magical mirror (blame that one on Lucky Charms commercials). But one day I finally got it. That combination of self-awareness and understanding how you're actually coming across to others is quite a powerful communication tool. Developing this skill can also give you the gift of "executive presence," whether you're on a stage, in a board meeting or just one-on-one with a colleague.

"Executive presence is something people often want more of, but have no idea how to obtain," says Carol Keers, coauthor with Thomas Mungavan of *Seeing Yourself As Others Do: Authentic Executive Presence at Any Stage of Your Career*. Keers and Mungavan are vice president and president, respectively, of a Minnesota-based executive coaching firm called Change Masters.

While people often think of "executive presence" as some mystical combination of strong personality, commanding stature and confident demeanor, the core skill is more about conveying authenticity. "Executive presence needs to be authentic to be believed and respected," Keers says. "Internal authenticity is meaning what you say. External authenticity is saying what you mean."

Where CIOs seem to fall short is in getting their messages across with the right mixture of intensity and personal engagement, she says. "We hear lots of facts, but not a lot of excitement." CIOs may have "absolutely great stories to tell," she adds, "but when you listen to their delivery, you'd think they were reading an obituary."

That somber, low-key delivery was an issue for CIO Frits de Vroet, a soft-spoken Dutchman whose boss at DHL Logistics suggested he amp up his executive presence with some coaching from Change Masters. He learned to

raise his voice a bit and to smile more often when engaging with others.

"I'm passionate about what I do, but I may not exhibit it enough and then people think I'm not really interested," says de Vroet, now CIO for a global resources company in Australia. "To make this work, you have to play outside your comfort zone. The things you change in your behavior seem minor to others, but to you they feel like a major step."

In order to fine-tune your own approach toward "relationship awareness," Keers recommends a technique called "Other Person's Point Of View" (OPPOV). By asking yourself these five questions—three about your audience and two about you—you can recalibrate your message to better suit the audience:

1. What are they rewarded for? Are your listeners being paid to generate revenue, keep operations running or grow market share?

2. What are they motivated by? What are their professional/personal likes and dislikes? Are they after promotions, peer respect, greater job satisfaction?

3. What are they afraid of? Looking foolish, getting fired, being ignored by the executive board?

4. What am I doing to make things worse? Be honest now: How is IT having a negative impact on them? Are you using budget dollars in ways they don't understand?

5. What could I do to make things better? What positive changes could you be making? What do you have to offer them?

De Vroet can vouch for how well this works. "The application of this OPPOV helps you understand the audience better and position what you're going to say," he says. "You don't change the way you feel or believe, it's more about the way you communicate those messages."

Maryfran Johnson is CIO magazine's editor in chief. Reach her at mfrjohnson@cio.com

CIOs may have "absolutely great stories to tell...but when you listen to their delivery, you'd think they were reading an obituary."

—Carol Keers, VP, Change Masters



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Talking Turkey

Keep your cell phones handy, all you first-time Thanksgiving cooks! With Butterball's "Turkey Texts" and mobile site, expert holiday advice is now "online, on-demand and on the go"—exactly how new cooks want it, says Butterball's Director of Retail Marketing Kari Lindell. Last year, the newly launched mobile site drew more than 30,000 visitors for popular content such as expert tips, how-to videos, turkey calculators and recipes. Now cell phone users without Internet access can opt-in for similar information via text message, receiving three Turkey Texts from October 15 through the end of November.

With more than 100,000 questions still submitted annually to the original advice tool ("Turkey Talk Line") this year Butterball trotted out more ways to convey turkey tips, launching a Twitter handle, a Facebook page and a blog on Butterball.com. Now turkey cooks everywhere can, um, gobble them up.

—Simone Levien

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